

State of Washington  
Gambling Commission

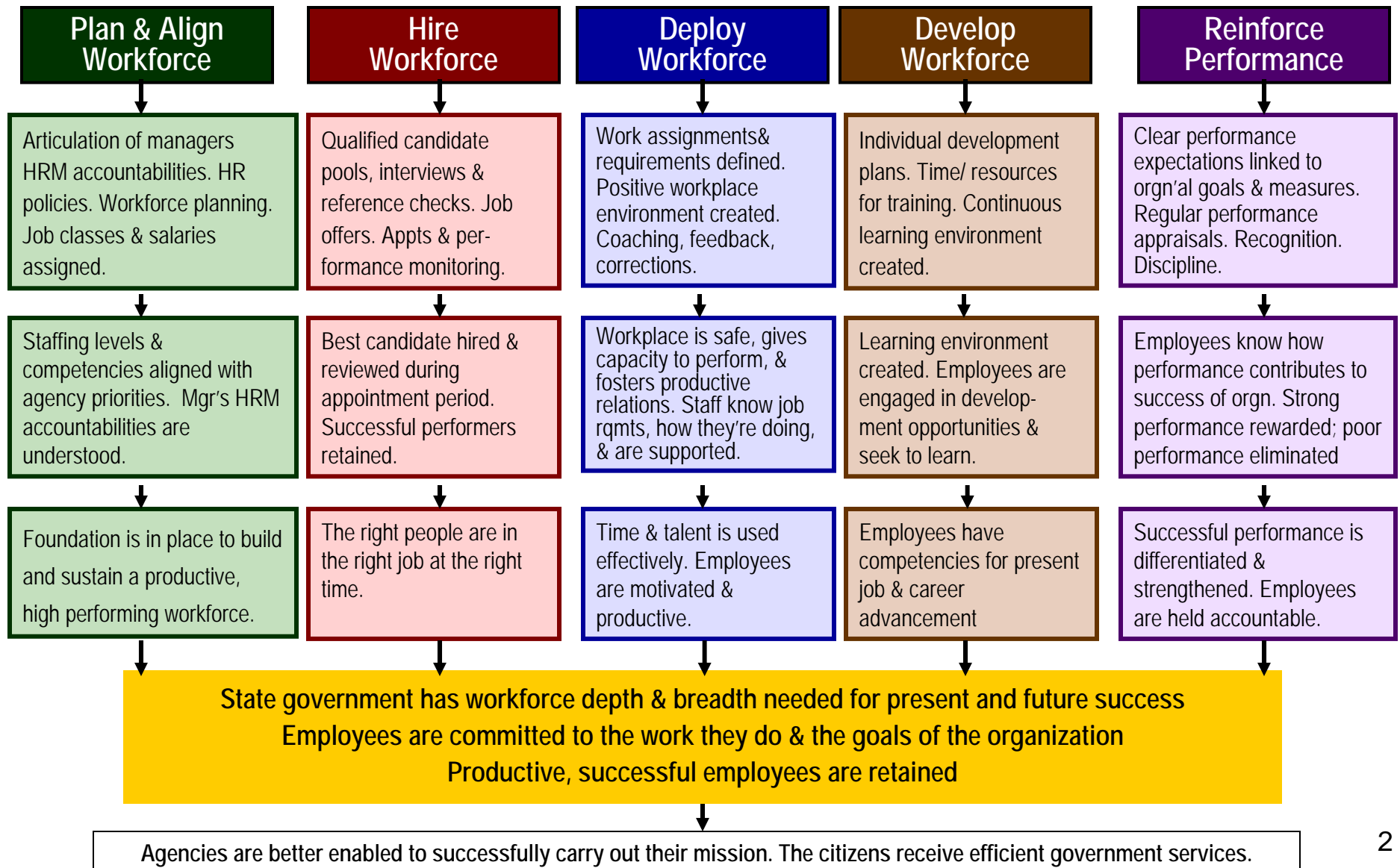
Human Resource Management Report

October 2006

Note: This is the recommended standard format provided by DOP as of 8-8-06. Agencies may supplement this format to meet unique needs, as long as the minimum information shown in this format is included. For the report due in October 2006, agencies may use previous versions of the reporting format, if desired.

# Logic Model

## Managers Accountability for Workforce Management



# Human Resource Management Report

## Standard Performance Measures

### Plan & Align Workforce

- Percent current position/competencies descriptions
- Percent supervisors with current performance expectations for workforce management

### Hire Workforce

- Time-to-fill funded vacancies
- Percent satisfaction with candidate quality New Hire-to-Promotional ratio
- Percent turnover during review period

### Deploy Workforce

- Percent employees with current performance expectations
- Employee survey ratings on "productive workplace" questions
- Leave usage (sick, LWOP, unscheduled leave)
- Overtime usage
- Number & type of non-disciplinary grievances

### Develop Workforce

- Percent employees with current annual individual development plans
- Employee survey ratings on "learning/development" questions

### Reinforce Performance

- Percent current performance evaluations
- Employee survey ratings on "performance accountability" questions
- Number/type of disciplinary issues, actions, appeals disposition

### Ultimate Outcomes

- Turnover rates and types (e.g., retirement, resignation, etc.)
- Turnover rate of key occupational categories and of workforce diversity
- Employee survey ratings on "commitment" questions

#### Measures to add in the future:

Current workforce plans that align staff with business priorities

Safety and Workers Compensation measures

Competency gap analysis measure

Recognition/reward measure

Others to be determined

# Plan & Align Workforce

Overall foundation & management accountability  
system to build & sustain a high performing workforce

## Performance Measures

- Percent current position/competency descriptions
- Percent supervisors with current performance expectations for workforce management

Agency-wide Percent  
Current Position &  
Competency Descriptions

73%

SPACE FOR AGENCY'S DISCRETIONARY USE

## Analysis:

- XXX
- XXX
- XXX
- XXX
- XXX
- XXX
- XXX
- XXX
- XXX

## Action Steps:

- XXX
- XXX
- XXX
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- XXX
- XXX
- XXX
- XXX

# Plan & Align Workforce

Overall foundation & management accountability  
system to build & sustain a high performing workforce

## Performance Measures

- Percent current position/competency descriptions
- Percent supervisors with current performance expectations for workforce management

Percent supervisors with current  
performance expectations for  
workforce management

100%

SPACE FOR AGENCY'S DISCRETIONARY USE

## Analysis:

- XXX
- XXX
- XXX
- XXX
- XXX
- XXX
- XXX
- XXX

## Action Steps:

- XXX
- XXX
- XXX
- XXX
- XXX
- XXX
- XXX

# Hire Workforce |

## Right People in the Right Job at the Right Time

### Performance Measures

- Days to fill vacancies
- % satisfaction with candidate quality
- % new hires; % promotional hires
- % separation during review period

#### Days to Fill Vacancies

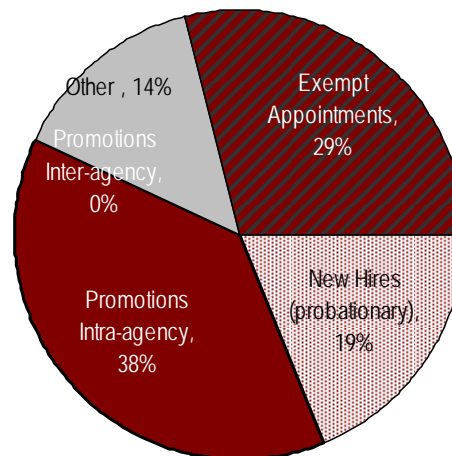
This data will be reported by agencies to DOP in April 2007

#### Candidate Quality (managers' satisfaction rating)

This data will be reported by agencies to DOP in April 2007

#### Hiring Balance - FY 2006

Total of 21 appointments



#### Separation during Review Period



\* Released  
\*\* Voluntary

#### Analysis:

- Of the 21 appointments, 8 were internal promotions which is a positive indicator of growth and development opportunities within. All 6 exempt appointments were special agent in-training hires caused by an average agent turnover rate.
- There has been no probationary or trial service separations during this period.

#### Action Steps:

- The balance of hires is appropriate for the size and function of our agency.

Double click on charts to add your agency's data

# Deploy Workforce |

Employee time and talent is used effectively.  
Employees motivated.

## Performance Measures

- Percent employees with current performance expectations
- Employee survey ratings on "productive workplace" questions
- Overtime usage
- Sick leave usage Number & type of non-disciplinary grievances and disposition

Percent employees with current performance expectations

90%

SPACE FOR AGENCY'S DISCRETIONARY USE

## Analysis:

- XXX
- XXX
- XXX
- XXX
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- XXX
- XXX
- XXX

## Action Steps:

- XXX
- XXX
- XXX
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- XXX
- XXX
- XXX

# Deploy Workforce |

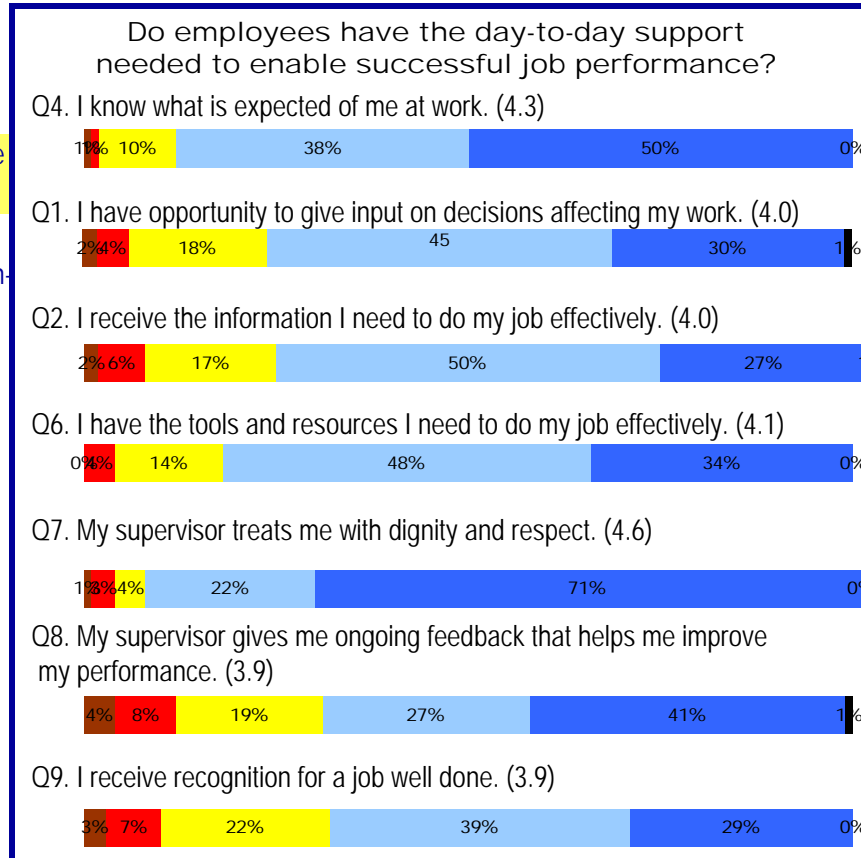
Employee time and talent is used effectively.  
Employees motivated.

## Performance Measures

- Percent employees with current performance expectations
- Employee survey ratings on "productive workplace" questions
- Overtime usage
- Sick leave usage Number & type of non-disciplinary grievances and disposition

Overall average score for "productive workplace" questions is 4.1%

DOUBLE CLICK ON THE BAR CHARTS TO ENTER YOUR AGENCY'S DATA



## Analysis:

- While we appear successful in showing respect and providing clear expectations, we can improve in areas of feedback and recognition.

## Action Steps:

- Review recognition program for meaningful tools & effectiveness.
- Review communication methods for practices and potential gaps

SPACE FOR AGENCY'S DISCRETIONARY USE

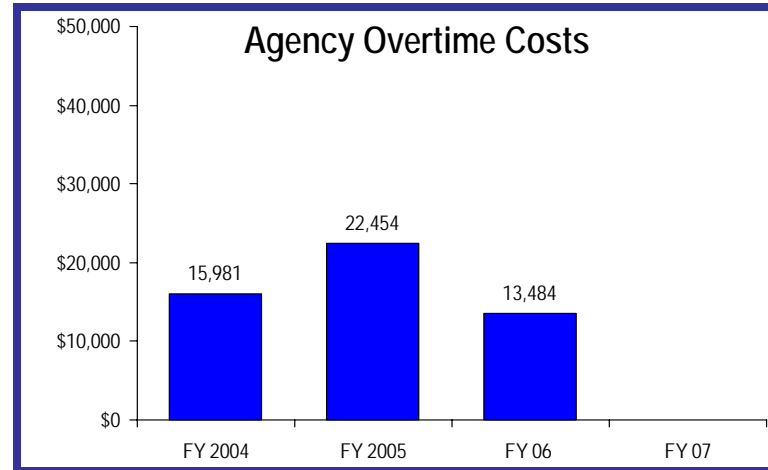


# Deploy Workforce |

Employee time and talent is used effectively.  
Employees motivated.

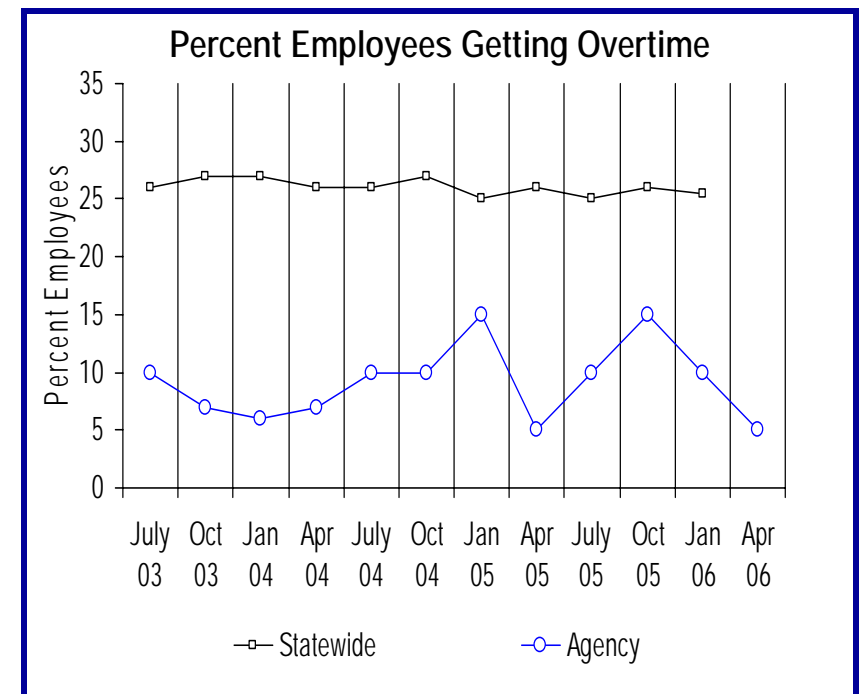
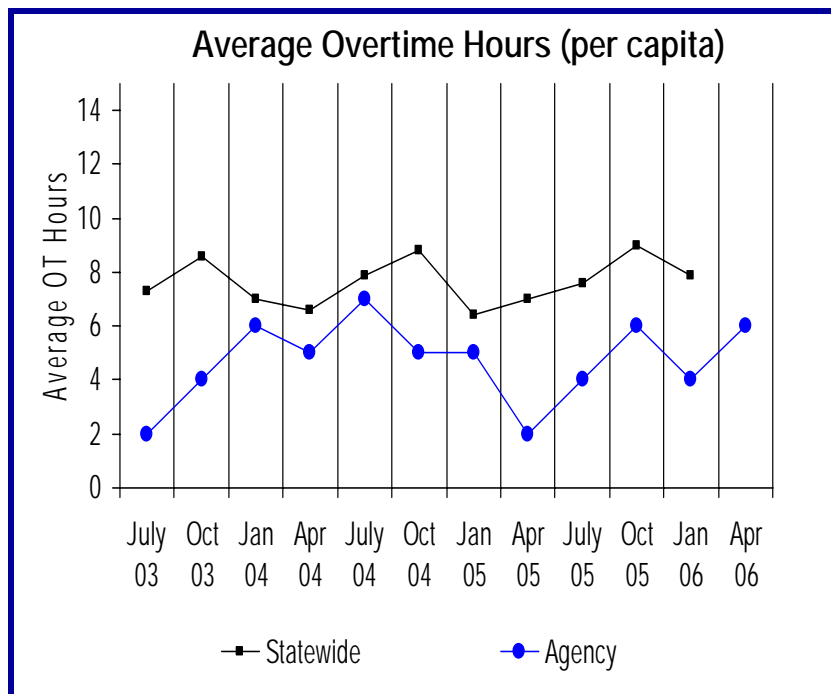
## Performance Measures

- Percent employees with current performance expectations
- Employee survey ratings on "productive workplace" questions
- **Overtime usage**
- Sick leave usage
- Number & type of non-disciplinary grievances and disposition



## Analysis/Action Steps:

- XXX
- XXX
- XXX
- XXX
- XXX
- XXX



DOUBLE CLICK ON THE CHARTS TO ENTER YOUR AGENCY'S DATA

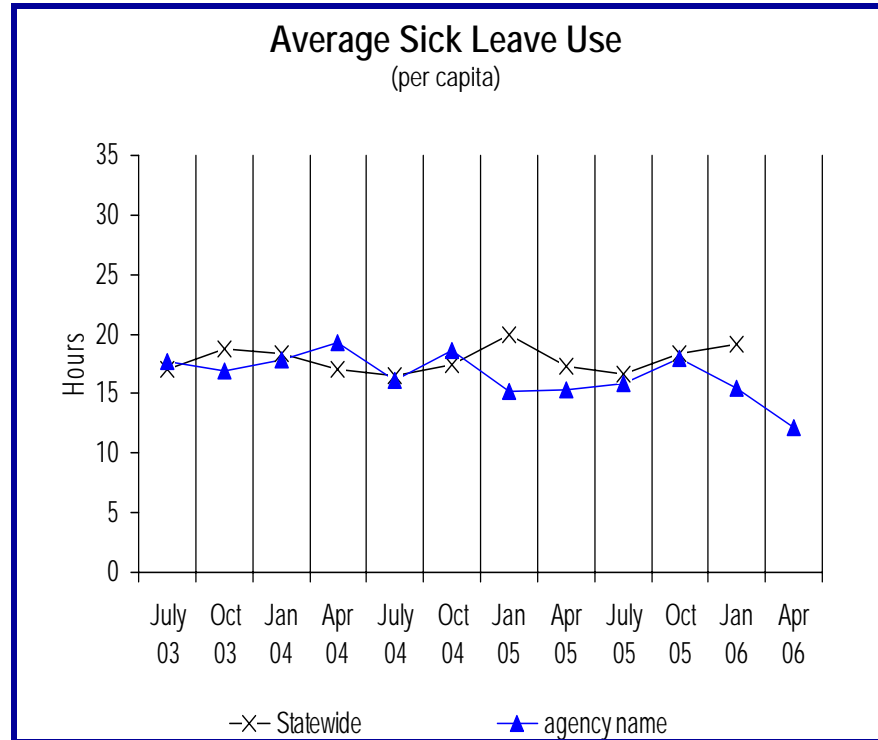
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AGENCY'S DATA



## Analysis/Action Steps:

- XXX
- XXX
- XXX
- XXX
- XXX
- XXX

|                     | Per Capita Sick Leave Use           |                        | Just Those Who Took Sick Leave      |                        |
|---------------------|-------------------------------------|------------------------|-------------------------------------|------------------------|
|                     | Ave. Sick Leave Hours Used per Qtr* | % of Earned Sick Leave | Ave. Sick Leave Hours Used per Qtr* | % of Earned Sick Leave |
| Statewide           | 17.9 hours                          | 74%                    | 22.9 hours                          | 95%                    |
| Gambling Commission | 12.6 hours                          | 71%                    | 22.4 hours                          | 72%                    |

\* Average since July 03

# Deploy Workforce |

Employee time and talent is used effectively.  
Employees motivated.

## Performance Measures

- Percent employees with current performance expectations
- Employee survey ratings on "productive workplace" questions
- Overtime usage
- Sick leave usage
- Number & type of non-disciplinary grievances and disposition

DOUBLE CLICK ON THE CHART TO ENTER YOUR AGENCY'S DATA



## Type of Grievances (July 05 – May 06)

Discipline  
Compensation  
Overtime  
Work Hours  
Bid System  
Leave  
Hiring/Appts  
Non-discrimination  
Management Rights  
All other

## Grievance Disposition

- Our agency is non-represented. The charts reflect three (3) non-disciplinary actions during this past fiscal year – all on attendance. There have been no formal complaints filed.

# Develop Workforce |

Employees have competencies for present job and future advancement

## Performance Measures

- Percent employees with current annual individual development plans
- Employee survey ratings on "learning & development" questions

Percent employees with current Individual Development Plans

90%

Overall average score for "Learning & Development" questions is 3.9%

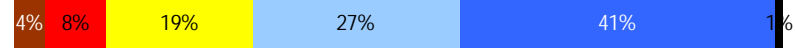
DOUBLE CLICK ON THE BAR CHARTS TO ENTER YOUR AGENCY'S DATA

## Employee perceptions on learning and development

Q5. I have opportunities at work to learn and grow. (3.9)



Q8. My supervisor gives me ongoing feedback that helps me improve my performance. (3.9)



■ Never ■ Seldom ■ Occasionally ■ Usually ■ Always

## Analysis:

- XXX
- XXX
- XXX
- XXX
- XXX
- XXX

## Action Steps:

- XXX
- XXX
- XXX
- XXX

SPACE FOR AGENCY'S DISCRETIONARY USE

# Reinforce Performance

Successful performance is differentiated & strengthened. Employees are held accountable.

## Performance Measures

- Percent employees and managers with current annual performance evaluations
- Employee survey ratings on "performance and accountability" questions
- Number and type of disciplinary issues, actions, appeals disposition

Overall average score for "performance & accountability" questions is 4.02%

Percent employees with current performance evaluations

90%

Do employees see a meaningful linkage between their performance and the success of the organization?

Q3. I know how my work contributes to the goals of my agency. (4.2)



Q10. My performance evaluation provides me with meaningful information about my performance. (3.7)



Q11. My supervisor holds me and my co-workers accountable for performance. (4.3)



Q9. I receive recognition for a job well done (3.9)



■ Never ■ Seldom ■ Occasionally ■ Usually ■ Always

## Analysis:

- XXX
- XXX
- XXX
- XXX
- XXX
- XXX

## Action Steps:

- XXX
- XXX
- XXX
- XXX

DOUBLE CLICK ON THE BAR CHARTS TO ENTER YOUR AGENCY'S DATA

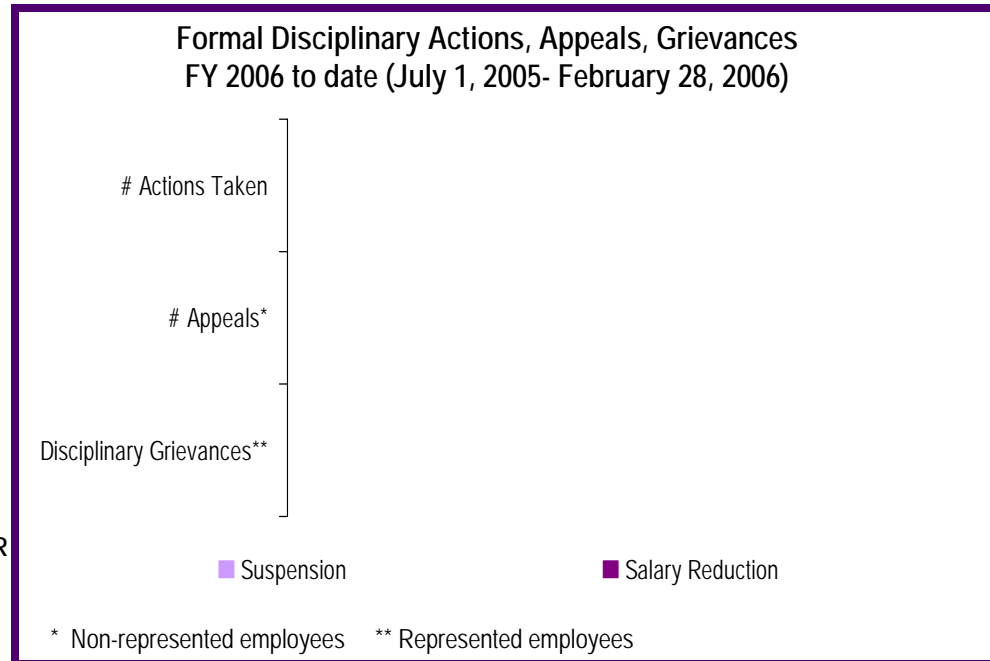
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DOUBLE CLICK ON THE CHART TO ENTER YOUR AGENCY'S DATA



## Analysis:

- XXX
- XXX
- XXX
- XXX
- XXX
- XXX

## Action Steps:

- XXX
- XXX
- XXX
- XXX

### Issues Leading to Disciplinary Action

The agency had no formal disciplinary actions or appeals during this time period.

### Disposition of Disciplinary-related Grievances or Appeals

# Ultimate Outcomes

State has workforce breadth & depth for present & future success.

Employees are committed to the work they do and the goals of the organization.

Successful, productive employees are retained.

## Performance Measures

- Employee survey ratings on "commitment" questions
- Turnover rates and types (e.g., retirement, resignation, etc.)
- Turnover rate of key occupational categories - TBD
- Diversity profile [& turnover TBD]

Overall average score for "performance & accountability" questions is 3.6%

DOUBLE CLICK ON THE  
BAR CHARTS TO ENTER  
YOUR AGENCY'S DATA

### Indicators of Employee Commitment

Q3. I know how my job contributes to the goals of my agency. (4.1)



Q12. I know how my agency measures its success. (3.4)



Q9. I receive recognition for a job well done (3.3)



■ Never ■ Seldom ■ Occasionally ■ Usually ■ Always

### Analysis:

- XXX
- XXX
- XXX
- XXX
- XXX
- XXX

### Action Steps:

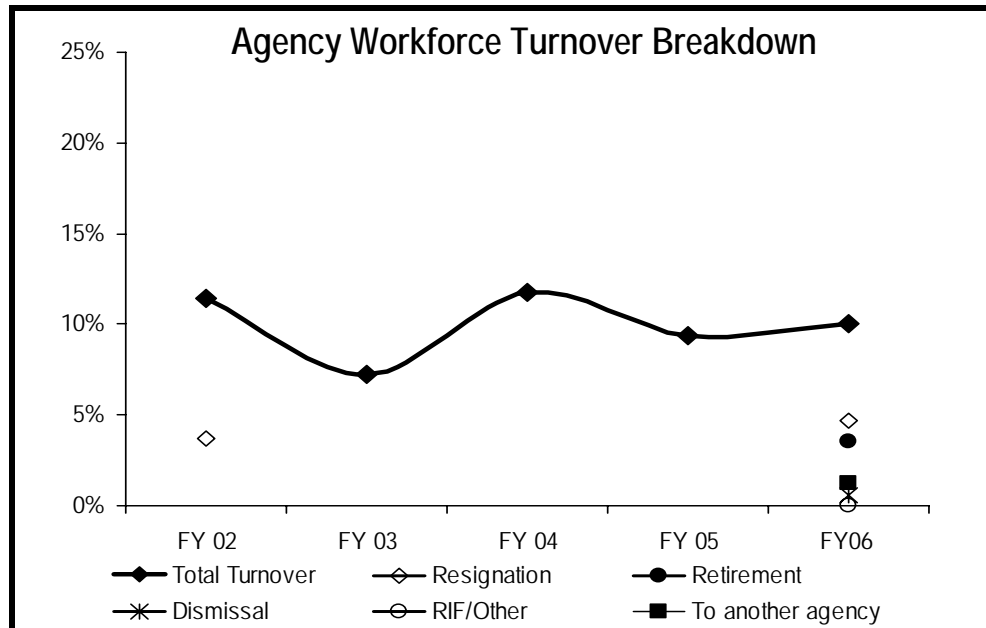
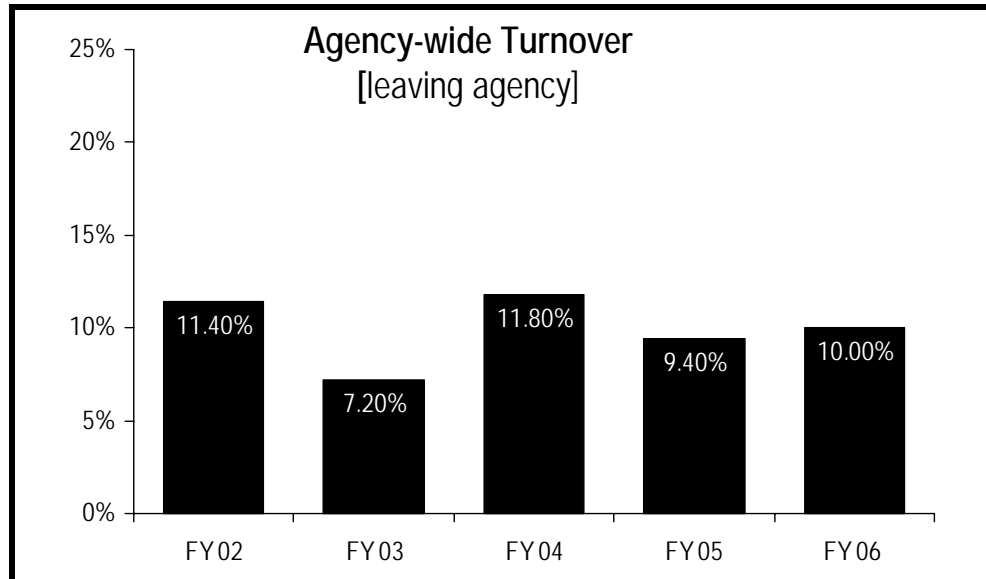
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# Ultimate Outcomes | continued

## Performance Measures

- Employee survey ratings on "commitment" questions
- Turnover rates and types (e.g., retirement, resignation, etc.)
- Turnover rate of key occupational categories - TBD
- Diversity profile [& turnover TBD]

DOUBLE CLICK ON THE  
CHARTS TO ENTER YOUR  
AGENCY'S DATA



## Analysis:

- XXX
- XXX
- XXX
- XXX
- XXX
- XXX

## Action Steps:

- XXX
- XXX
- XXX
- XXX



# Ultimate Outcomes | continued

## Performance Measures

- Employee survey ratings on "commitment" questions
- Turnover rates and types (e.g., retirement, resignation, etc.)
- Turnover rate of key occupational categories - TBD
- Diversity profile [& turnover TBD]

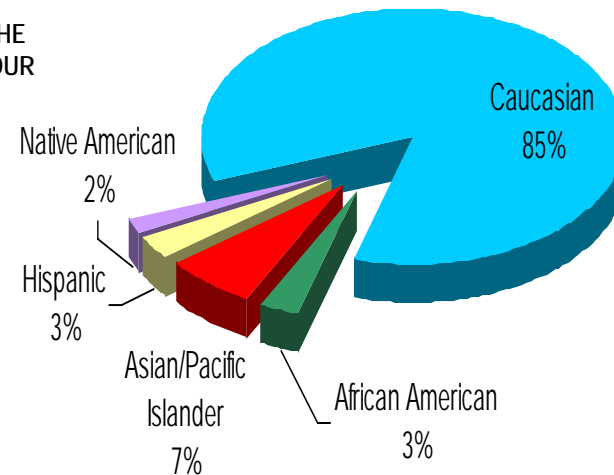
| Diversity Profile         | [Agency] | State |
|---------------------------|----------|-------|
| Women                     | 47%      | 52%   |
| Persons with disabilities | 2.4%     | 5%    |
| Vietnam Veterans          | 6.5%     | 7%    |
| Disabled Veterans         | 1.8%     | 2%    |
| Persons over 40           | 54%      | 76%   |
| People of color           | 15.5%    | 17.5% |

## Notes:

- XXX
- XXX
- XXX
- XXX

DOUBLE CLICK ON THE CHART TO ENTER YOUR AGENCY'S DATA

Gambling Commission



WA State Government

